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August 2, 2024

# Legal Update Northwest Ohio ESC

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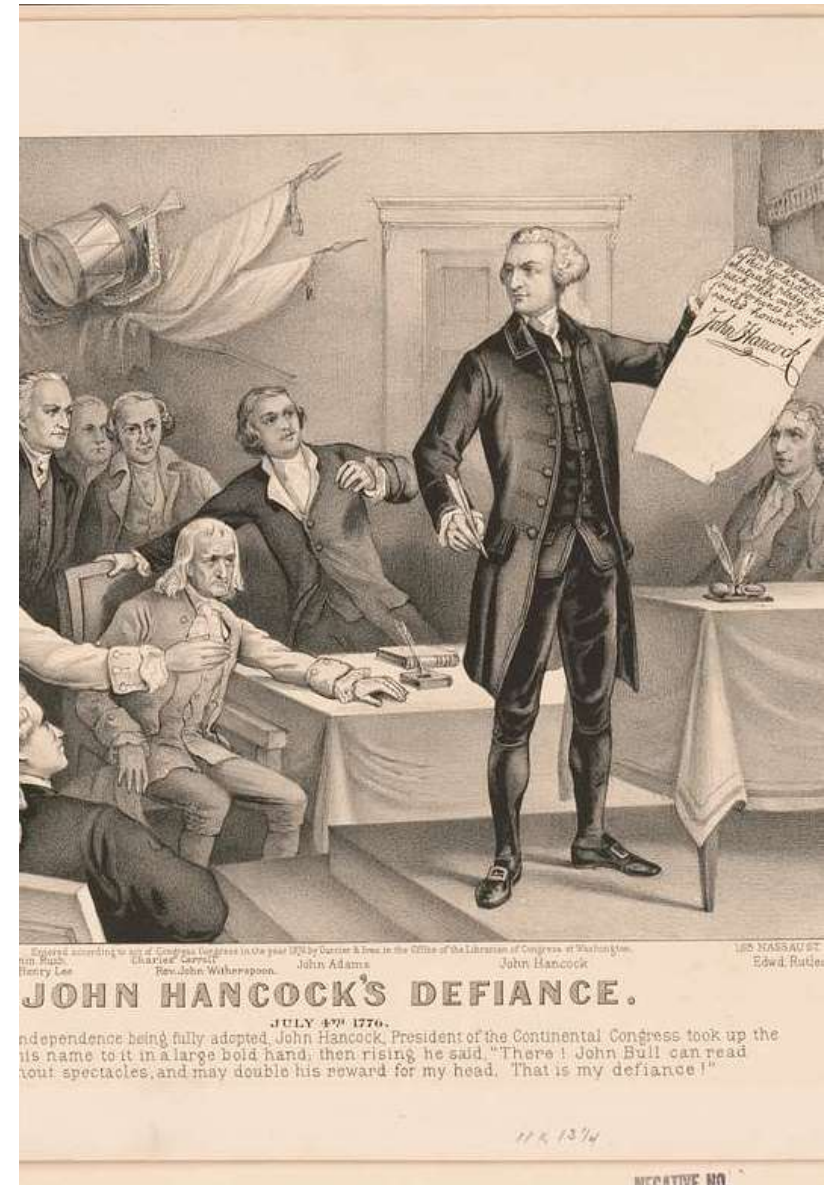
SCHOLARS IN EDUCATION LAW

# Today's Agenda

- 1) FLSA's New Salary Threshold and What it Means for Overtime
- 2) Public Officials and social media
- 3) Workplace Harassment
- 4) What is Happening with New Title IX Regulations
- 5) Legislative Update

# August 2, 1776

- Declaration of Independence was signed by representatives from all the colonies
- Work on the Declaration had begun at least two months earlier
- On July 2 the Continental Congress declared independence
- On July 4 the Continental Congress agreed on the language of the Declaration
- On August 2 the version we think of and visit at the National Archives was signed



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# New FLSA Regulations

# FLSA New Salary Thresholds – Back Story

- The Fair Labor Standards Act (FLSA) requires employers to pay employees overtime for hours worked over forty in a week unless there is an exception to the rule. The most common exception for nonteaching administrative employees is the EAP (executive, administrative, and professional) exception. The exception applies when:
  1. The employee primarily performs executive, administrative or professional duties.
  2. An employee is paid a salary, **AND**
  3. The salary is not less than a minimum salary threshold amount.
- In April 2024, The Department of Labor (DOL) announced a Final Rule increasing the threshold level salary minimum for the “salary test” to determine eligibility for overtime pay.



## New Salary Thresholds cont'd...

- The new rule took effect on July 1, 2024. On that date, the new salary amount threshold for a nonteaching, salaried supervisor or administrator **increases to \$844 week/\$43,888 annual salary** (up from \$684 week/\$35,568/annual salary.) Salaried workers earning less than that amount will become eligible for overtime.
- Then, in January 2025, the method used to calculate the salary will change and the amounts will again **increase to \$1,128week/ \$58,656 annual salary.**
- Updates to the threshold salary amounts for the exemption now will occur every three years going forward.



# What does this mean for schools?





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# Public Officials and Social Media

# To Block or Not to Block: Recent Supreme Court Decisions

- Cases: *Lindke v. Freed* and *O'Connor-Ratcliff v. Garnier*
  - The Supreme Court ruled on March 15, 2024, on a pair of cases involving local officials from California and Michigan.
  - The holding was a unanimous decision by the Supreme Court.
    - The court ultimately sent both cases back down to the Circuit courts to apply the new test.
- **Holding:** Public Officials who post about topics relating to their work on personal social media accounts *might* be acting on behalf of government and therefore be subject to the 1st Amendment.
  - Liability for violating the First Amendment is possible if they block their critics on those accounts, but only when the officials have the power to speak on behalf of the state and are actually exercising that power.



# To Block or Not to Block: Recent Supreme Court Decisions

## Facts:

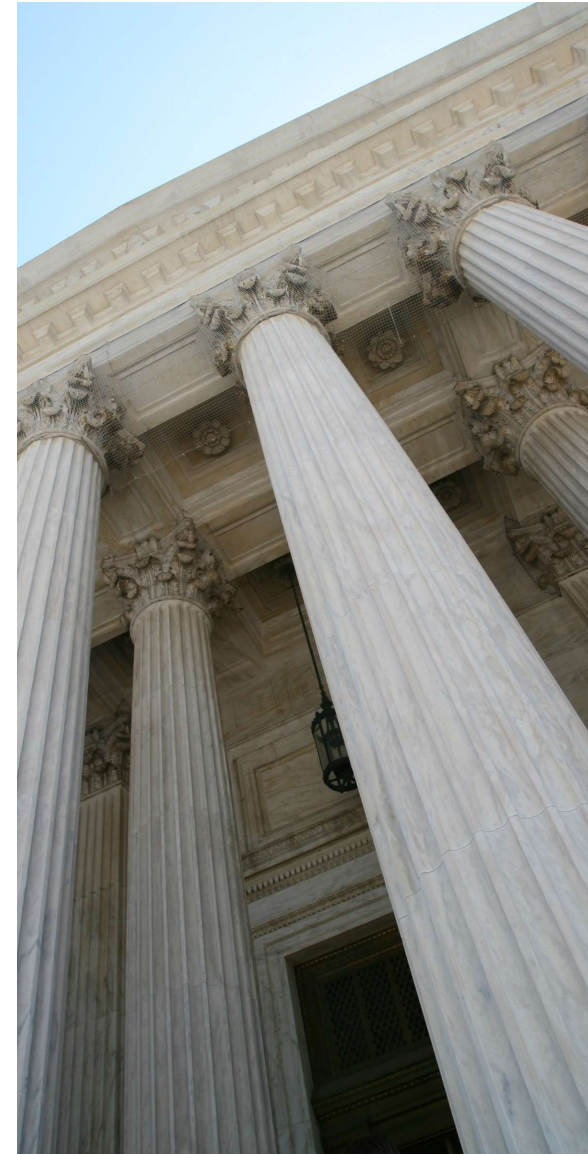
- ***Ratcliff v. Garnier:***
  - The 9th Circuit originally ruled that two board members violated the First Amendment when they blocked parents from their personal Facebook and X (formerly known as Twitter) accounts.
  - The accounts were used to provide information about the Board and its work and were originally created during their election campaigns.
- ***Lindke v. Freed:***
  - The 6th Circuit determined that because a city manager maintained a personal Facebook page rather than as a part of his job, he did not violate the First Amendment when he blocked a city resident.
  - The account was created while the city manager was in college, and frequently talked about his rules as a “father, husband, and city manager” (as well as the exploits of raccoons getting into his trash).



# To Block or Not to Block: Recent Supreme Court Decisions

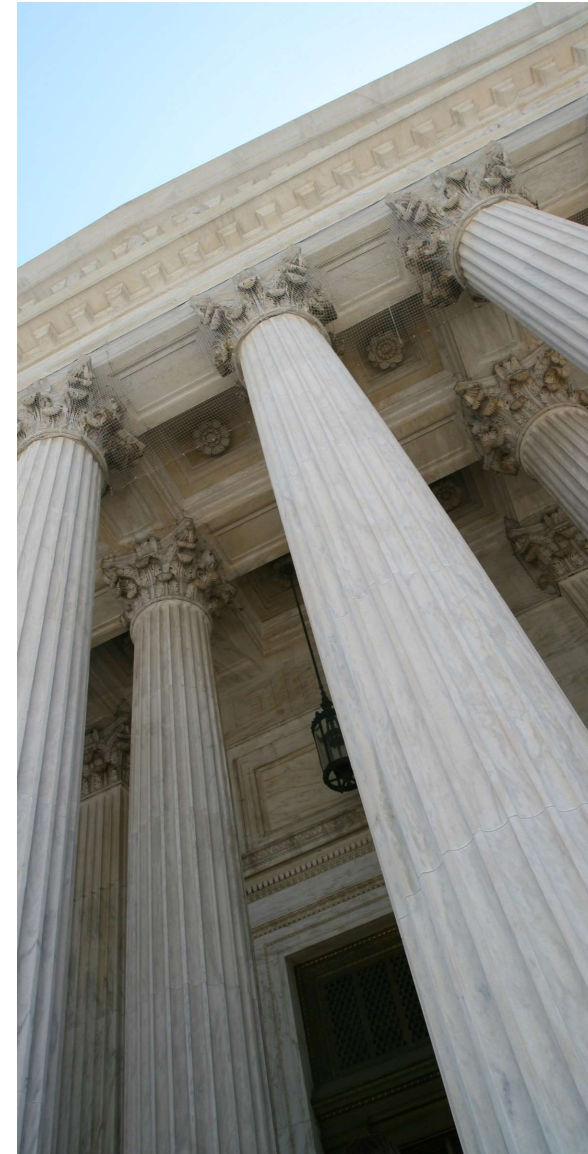
- **Analysis:**

- The Court stated that “state officials have private lives and their own constitutional rights.”
- However, the Court also cautioned that “a public official who fails to keep personal posts in a clearly designated personal account therefore exposes himself to greater potential liability.”
  - The court gave a specific example of this stating that when officials use a personal page to solicit official comments, or access to government information, such as a livestream of a city council meeting, those may be deemed an official post.



# To Block or Not to Block: Recent Supreme Court Decisions

- **Analysis cont'd:**
  - Ultimately, the Court concluded by creating this new test: **a government's official social media posts can be attributed to the government only if the official had the authority to speak on behalf of the government and was exercising that power when they created the post.**
  - The Court noted that in some cases, the analysis will be “fact-specific”
    - If a social media page involves both personal and official posts a court will have to look at the page's content and function.
  - Court also noted that the “nature of the technology matters” in reference to the difference between blocking a constituent altogether versus deleting a comment.
    - Digital version of “narrowly tailored” restrictions in the real world?



## What does this mean for schools?

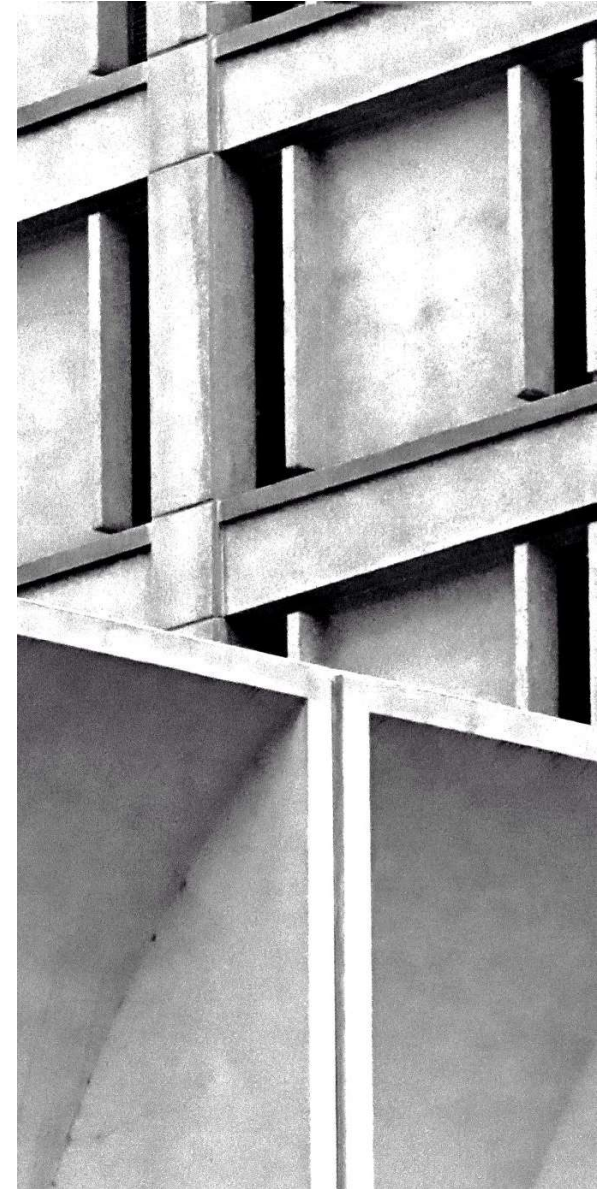


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# Workplace Harassment

# New EEOC Guidance on Workplace Harassment

- In 1986, the U.S. Supreme Court held in the landmark case of *Meritor Savings Bank, FSB v. Vinson* that workplace harassment can constitute unlawful discrimination under Title VII of the Civil Rights Act of 1964 (Title VII).
- April 2024 EEOC issues updated guidance: <https://www.eeoc.gov/laws/guidance/enforcement-guidance-harassment-workplace>
- The enforcement guidance focuses on the three components of a harassment claim.
  - Was the harassing conduct based on the individual's **legally protected characteristic** under the federal EEO statutes?
  - Did the harassing conduct constitute or result in **discrimination with respect to a term, condition, or privilege of employment?**
  - Is there a basis for holding the employer **liable** for the conduct?





# Protected Characteristics

Race (similar traits relating to a common shared ancestry)

Color (pigmentations, complexion, skin tone)

National Origin (place of origin) – including attire, diet and language

Religion (a personal or institutionalized set of beliefs, practices and attitudes)

Sex (physical differences between male and female) - including gender identity, sexual orientation, pregnancy/childbirth

Age (measure of human existence from one period to another) usually calculated annually.

Disability (physical or mental impairment)

Genetic Information (gene information from genetic testing or medical history)

## Causation

Treating  
differently

Treating  
worse

Stereotyping

Harmful  
conduct

Derogatory  
statements

Use of  
epithets

# Liability



Hostile work environment

Severe and pervasive

Does not impose a general civility standard



Discharge



Constructive discharge



Demotion/transfer/reassignment

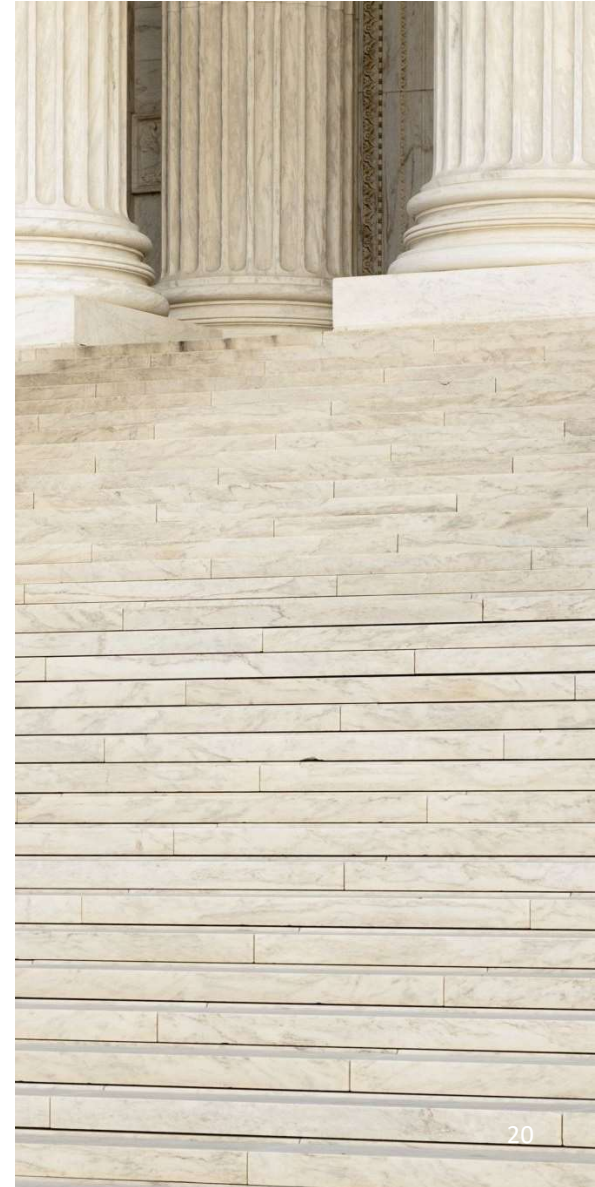


Other change in terms, conditions or privileges of employment

# SCOTUS Gender Discrimination Case

*Muldrow v. City of St. Louis, Missouri, et al.* (April 17, 2024)

- Police officer alleged that she was reassigned to another position because of her gender.
- Even though the officer continued to receive her same salary and rank, she lost some benefits such as the use of a car, and her responsibilities changed. Her schedule changed as well.
- She brought a Title VII claim against the city, alleging she was discriminated against based on her sex with respect to the terms and conditions of her employment.



## *Muldrow v. City of St. Louis*

- Title VII: It is unlawful for an employer to “fail or refuse to hire or to discharge any individual, or otherwise to discriminate against any individual with respect to [her] compensation, terms, conditions, or privileges of employment, because of such individuals race, color, religion, sex, or national origin.”
- Consideration before the Court:
  - What does ‘discriminate against’ mean?
  - Does the law provide for a certain “degree” of discrimination to be actionable?



# What does this mean for schools?



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# What is Happening with New Title IX Regulations?

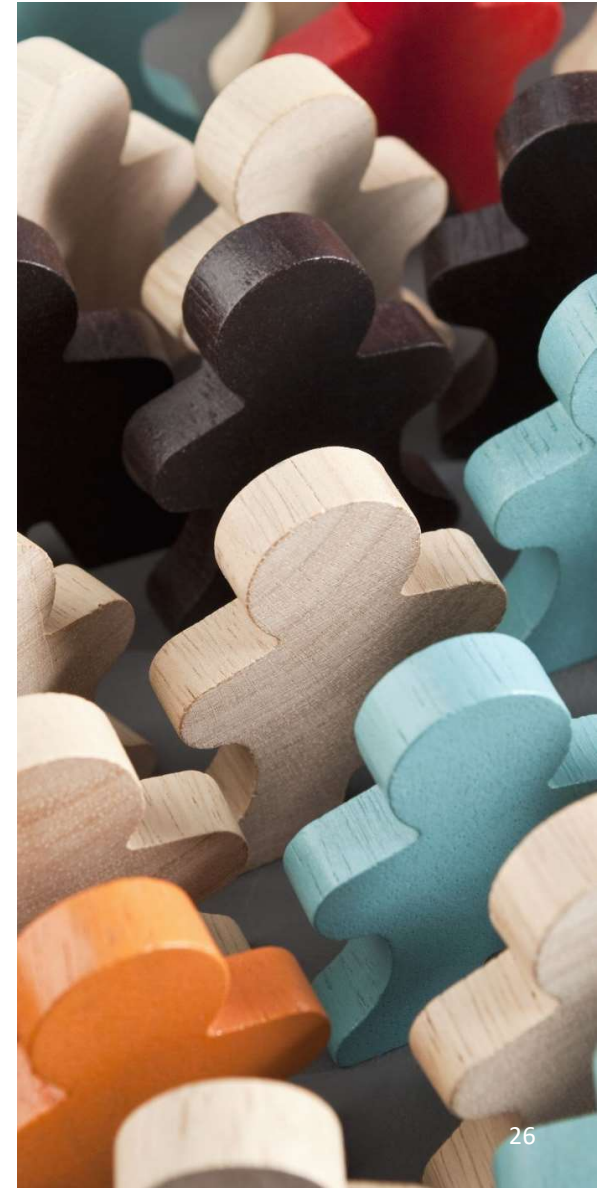


# The Statute

- Under Title IX “no person shall on the basis of sex be excluded from participation in, be denied the benefits of, or otherwise subjected to discrimination under any academic, extracurricular, research occupational training, or other education program operated by a recipient that received federal financial assistance”
  - Districts can comply with Title IX by promptly and effectively ending any sex discrimination in its education program or activity, prevent its recurrence, and remedy its effects.
  - Changes to the implementing regulations were issued on April 19, 2024, to go into effect on August 1, 2024.

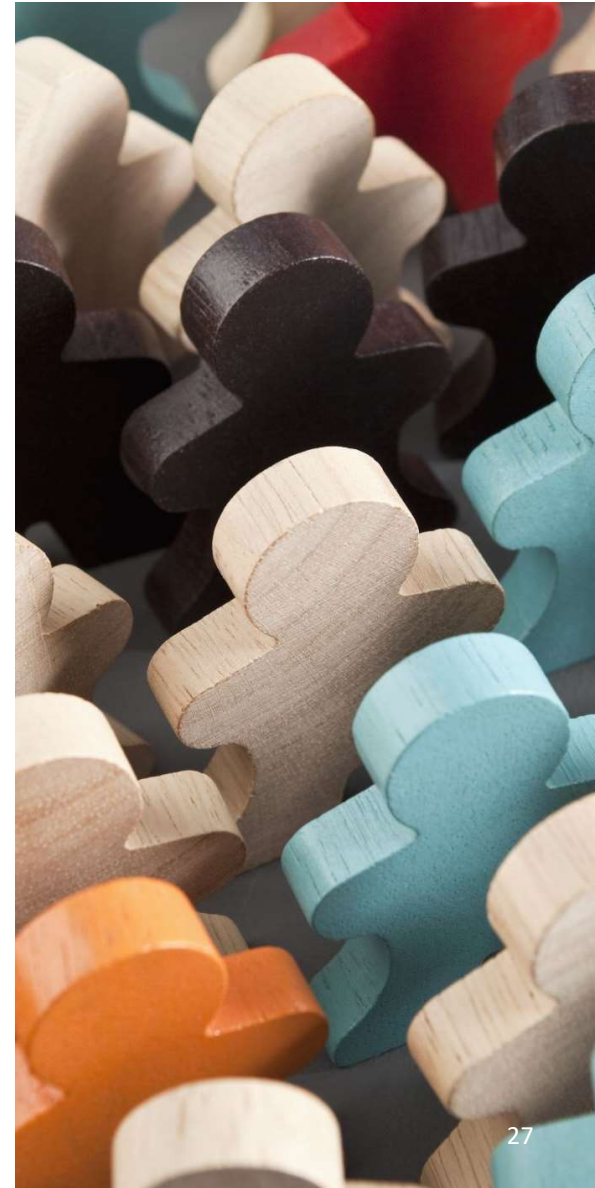
## Newly Expanded Scope of Title IX

- New provision was added that defines “discrimination on the basis of sex”
  - Old regulations: sexual harassment
  - New regulations: emphasizes that the term “discrimination on the basis of sex” includes discrimination based on the following:
    - Sex stereotypes
    - Sex characteristics
    - Pregnancy or related conditions
    - Sexual orientation, and
    - Gender identity
- Currently in the Congressional review process.



## Other Regulatory Changes

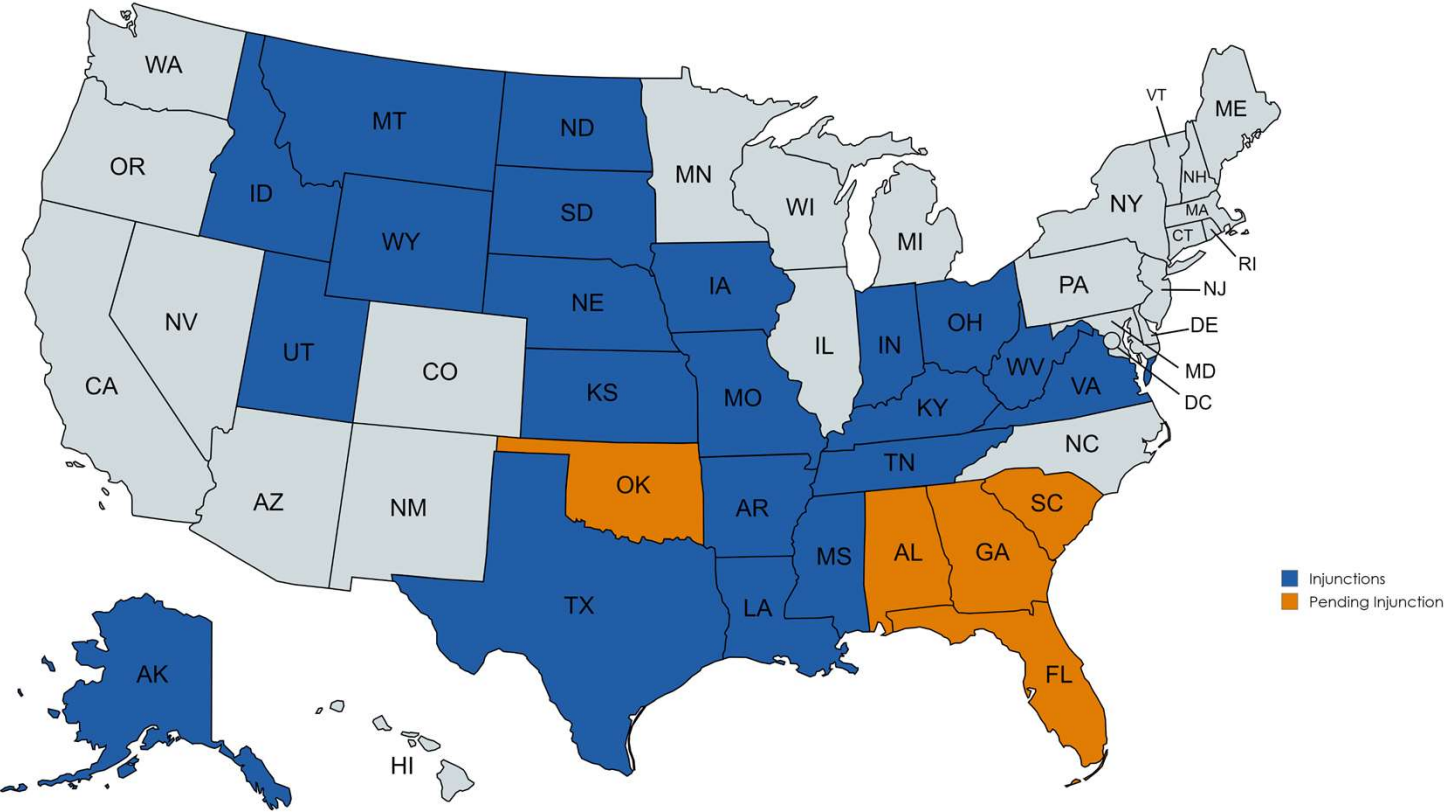
- Would dramatically reshape the complaint and investigation process
  - Streamlines process and reduces need for hiring outside investigators, decision-makers, etc.
- Lowers the bar for harassment from the 2020 “so severe, pervasive and objectively offensive that it effectively denies a person equal access to the recipient's education program or activity.”
- Expands training requirements
- Already at least 4 lawsuits challenging the rules.



# Title IX Injunctions

- *Louisiana v. U. S. Dept of Ed'n* (D.C. La), 6/13/24 – Court enjoined enforcement of 2024 Title IX regulations in Louisiana, Mississippi, Montana and Idaho.
- *Tennessee v. Cardona, Secretary of Education*, (D.C. Ky), 6/17/24 - court enjoined enforcement of 2024 Title IX regulations in Tennessee, Kentucky, Ohio, Indiana, Virginia, and West Virginia.
  - 6/24, USED appealed decision and sought stay of injunction. District court denied the stay.
- *Kansas v. U.S. Dept of Ed'n* (D.C. Ks), 7/2/24 - Court enjoined enforcement of 2024 Title IX regulations in Kansas, Alaska, Utah and Wyoming.
- *Texas v U.S.A* (D.C. Tx), 7/11/24 - Court enjoined enforcement of 2024 Title IX regulations in Texas.

# Title IX Injunctions



These 5 states joined the injunction party on 7/31

## ***Tennessee v. Cardona***

*Kentucky court issues ruling impacting Ohio in Tennessee, et al. v. Miguel Cardona,*

The court found the following regarding the new Title IX regulations:

1. “Sex” does not equal “gender identity;”
2. Conflicts with the *Bostock* decision (held that under Title VII, an employer may not discriminate against an employee for identifying as homosexual. KY court says it’s no longer good law.
2. First Amendment violation has occurred (pronouns)
3. New Title IX regulations are “arbitrary and capricious.”

## Other Findings Possibly Impacting Ohio

- *Kansas court issues ruling impacting Ohio in Kansas v. U.S. Dept of Ed'n*
  - Applied injunction to a student on the opposite side of a decided case.
  - Applies injunction to schools of children attending plaintiff organizations. *[The] order applies to “schools attended by the members of Moms for Liberty. Plaintiff Organizations are directed to file a notice in the record identifying the schools which their members or their members’ children, as applicable, attend on or before July 15, 2024.”*
  - Schools identified include several Elida buildings, Bigelow Hill Elementary in Findlay, Apollo Career Center (Lima), Independence Elementary School (Lima), Clay HS (Oregon), among others

# What does this mean for schools?





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# Legislative Update

# HB 250: Military Seal



**15 May 2024**

Sent to Governor DeWine

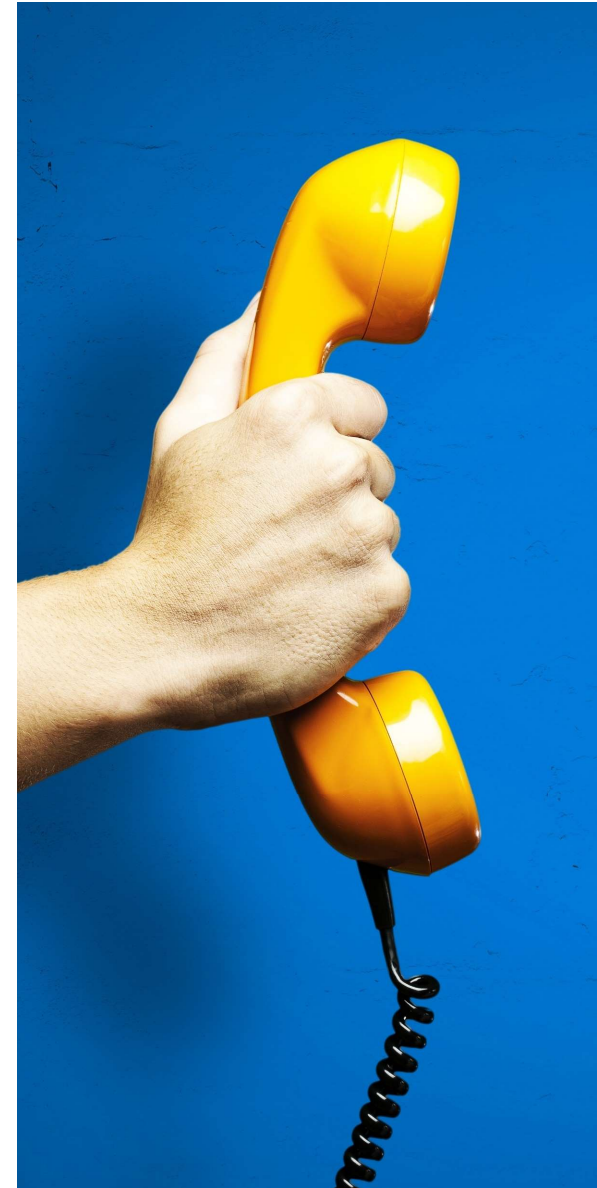


**15 May 2024**

**14 August 2024**

**1 Jan. 2025**

Effective Date



# HB 250 Cell Phones

- Renamed the Military Enlistment seal to the Military Seal
- Changed how the Transportation Pilot Program was funded to deduct payments based on a statewide average for each of the district's students in the program
- Cell phone policy requirements (must be adopted by July 1, 2025)
  - Emphasizes the limited use of cell phones by students during school hours
  - Reduces phone-related distractions in classroom settings
  - Permits students to use phones for student learning or to monitor health concerns if included in a student's IEP

## HB 250 Cell Phone Policy Cont.

- Ohio Department of Education & Workforce recently released their model [Cell Phone Policy](#)
- Districts that have a policy in place before January 1, 2025 will be considered to have met the adoption requirement
  - Districts that adopt a policy after January 1, 2025 must do so at a public meeting and make the policy publicly available, including posting the policy prominently on the district's website
- While HB 250 does not require schools to ban the use of cell phones during school hours, a district that does so will be viewed as being in compliance.



# HB 147: Licensure, Hiring Practices, Athletics



**24 July 2024**

Signed by Governor DeWine



**21 Oct. 2024**

Effective Date



# HB 147: Licensure, Hiring Practices, Athletics

- When employees go wild . . .
  - New requirement to notify Supt. of Public Instruction when a licensed employee retires in lieu of termination for misdeeds
  - Also need to notify Supt. of PI if a district removes a substitute because there is reason to believe they violated LCPCOE
  - State board must revoke license for prostitution unless individual was coerced
- New background check requirement for authorized private before and after school care providers , Jon Peterson providers

# HB 147: Licensure, Hiring Practices, Athletics

- Prohibits different ticket prices for events when cash is used versus any other method, and requires that student tickets be less or equal to adult ticket prices
  - Applies these requirements to OHSAA
- Permits athletic participation for home school, other district, charter, nonpublic schools to participate in sports if the child had been subjected to (elsewhere):
  - Harassment, intimidation, bullying
  - Offense of violence
  - Violation of or attempted violation of state importuning law
  - Conduct that violates the Licensure Code

# HB 214: Staff and Student Beliefs



**26 July 2024**

Signed by Governor DeWine



**23 Oct. 2024**

Effective Date





## HB 214: Staff and Student Beliefs

- Within 90 days of effective date, boards must pass a policy that declares it shall not:
  - Solicit or require an employee or applicant for employment to affirmatively ascribe to, or opine about, specific beliefs, affiliations, ideals, or principles concerning political movements, or ideology
  - Solicit or require a student to affirmatively ascribe to specific beliefs, affiliations, ideals, or principles concerning political movements or ideology;
  - Use statements of commitment to specific beliefs, affiliations, ideals, or principals concerning political movements, or ideology as part of the evaluation criteria for employees, applicants for employment, or employees seeking career progression or benefits; or
  - Use statements of commitment to specific beliefs, affiliations, ideals, or principles concerning political movements or ideology as part of the academic evaluation of students.

# HB 214: Staff and Student Beliefs

- Policy cannot:
  - Interfere with federal or state laws (including antidiscrimination laws)
  - Inhibit academic freedom of teachers
  - Limit educator's ability to research or write publications
  - Prevent a board from considering an applicant's past qualifications
  - Limit a district's character education program
- Policy needs to be made publicly available

# HB 214: Staff and Student Beliefs

- Also requires district to have a policy that:
  - Reasonably accommodates the sincerely held religious beliefs and practices of students with regard to academic requirements and absences due to faith, religious or spiritual beliefs
  - Allows for up to three religious expression days
  - Prohibits academic penalties for taking religious expression days
  - Grants students the ability to participate in extracurriculars on days when they are absent for religious expression
  - Requires that students be provided with academic accommodations for exams and academic requirements missed due to religious expression days
    - » Parents must provide notice within 14 days after start of school or enrollment a list of which three days will be requested

## HB 214: Staff and Student Beliefs

- Principal must approve the three days for excusal
  - Cannot explore whether it is a sincerely held religious belief
  - May verify that parent who signs written request is legit
  - Once principal approves the request, they must REQUIRE a teacher to schedule an alternate examination date or other academic requirement if it interferes with the excusal day
- Board must post at a “prominent location” on the website
  - Copy of the policy
  - Information naming person who can provide further info on policy
  - Non-exhaustive list of major holidays for which a request for excused absence shall not be denied

## HB 214: Staff and Student Beliefs

- Must notify parents annually about policy with details on how to request absences
- Policy must include a process for parents to file a grievance about the policy
- Excused days shall not be considered in determining absence hours that triggers parent notice of excessive absence

# SB 168: Education Regulation Reform



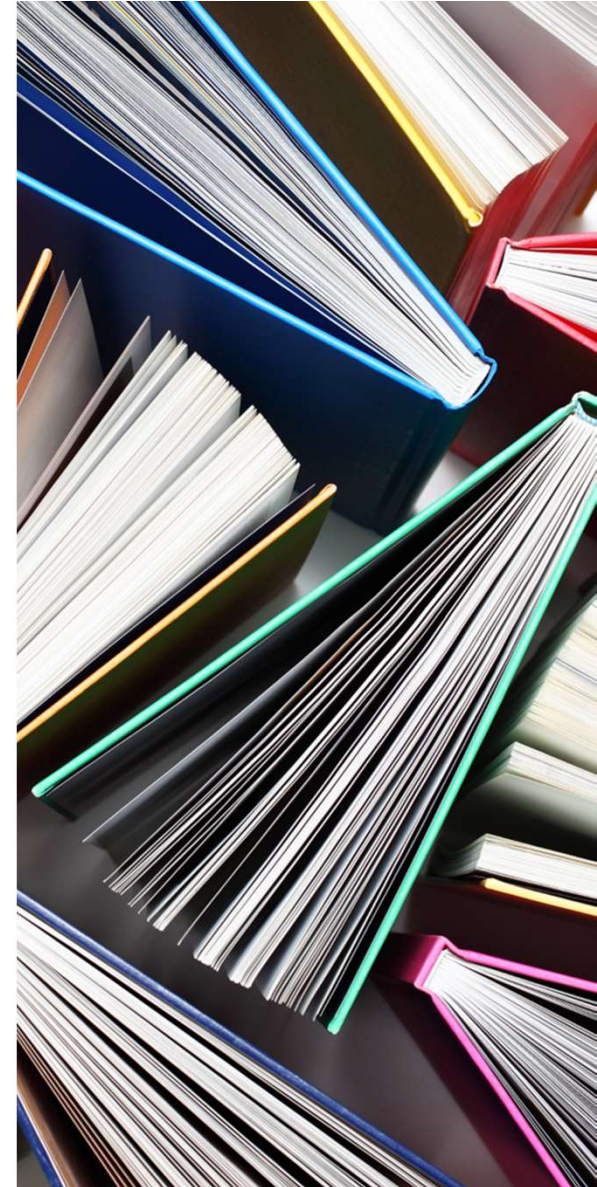
**24 July 2024**

Signed by Governor DeWine



**21 Oct. 2024**

Effective Date



# SB 168: Education Regulation Reform

- Initial intent of bill was to relax burdensome regulations for schools
- A mixed assortment of changes were incorporated that address a number of different (somewhat random) areas



# SB 168: Education Regulation Reform

- Implements changes to OTES
  - Permits districts to develop and use their own evaluation framework for teachers instead of using OTES framework
  - Should you attempt this???
- Creates “consistently high-performing” designation for teachers and counselors who receive accomplished in their evaluations for at least four of the past five years PLUS meets one of the following:
  - Holds senior or lead professional educator license
  - Holds locally recognized educational leadership role that enhances ed practices by providing professional learning experience
  - Serves in a leadership role for national or state professional org
  - Serves on state-level committee supporting education
  - Receives state or national recognition or award



# SB 168: Education Regulation Reform

- DEW required to establish school turnaround pilot beginning with 2024-2025 SY to address “chronically” low performing districts and community schools
- Pilot will operate for five years
- DEW may include up to fifteen percent of school buildings on its list, as long as they pick schools from at least five state support team areas
- DEW is required to approve one or more eligible external service providers
- Districts that choose to participate will select an external provider, who will conduct a needs assessment and develop an improvement plan
- States that districts may receive funding for the pilot from existing federal funds
- Participating schools must report data regularly to DEW

# SB 168: Education Regulation Reform

- Bill modifies exemptions for high performing schools
  - Eliminates exemption regarding qualifications of teachers for third grade reading guarantee compliance
  - Other licensure and certification exemptions continue on (for now)
- Changed rating from “A” to “five stars”
- High performing exemptions may be renewed every three years if the district continues to meet requirements
- DEW shall notify schools that become eligible by Sept. 30<sup>th</sup>

# SB 168: Education Regulation Reform

- Changes retire rehire procedures for STRS and SERS
  - Existing law requires the board to issue public notice at least 60 days in advance, then hold a hearing 15-30 days out, before taking action to rehire someone to the same position they previously held
  - Under the revised law, school boards may rehire a person after giving 30 days notice if the board determines there are urgent reasons to fill the position in an expedited manner
    - » Notice must include reason(s) for urgency
  - Plus, no longer need to go through process if person has been retire for at least a year

# SB 168: Education Regulation Reform

- Legislature felt inclined to rename venereal disease education to “sexually transmitted infection education”
  - Requirements for education programs on this topic remain the same
- Bill also changes language about the “harmful consequences” of conceiving out of wedlock to state that schools must instead teach that “conceiving children at an early age or outside of marriage . . . increases the likelihood of hardship in life”

# SB 168: Education Regulation Reform

- Small tweak to intradistrict open enrollment lotteries
  - Changed language about conducting lottery to requirement that a district must conduct a lottery “by” the second Monday in June (prior version of the law said “on” the second Monday in June)
  - In addition, districts must notify parents who reside in the district of the date of the lottery in advance
  - Must also post information about the lottery, including how and when it is held, on district website

# SB 168: Education Regulation Reform

- No longer need to issue a supplemental contract for a teacher who voluntarily agrees to a regularly occurring schedule that begins or ends outside of the normal instructional day as long as the teacher is not assigned to more hours than normal
- NEW grade band change:
  - Pre-K to eight
  - Seven to twelve (used to be six to twelve)
- PD committee may grant an individual seeking to renew a license credit for completing statutorily required PD
  - Permitted to count one credit per renewal
- DEW is required to develop proposal for principal apprenticeship

# SB 168: Education Regulation Reform

- State board will issue a one year, nonrenewal out-of-state teaching license that is valid for teaching the grade(s) and subject(s) specified in the license
- State board will also issue an alternative resident educator license to individuals who:
  - Have a masters degree in the subject area to be taught; and
  - Passes an examination in the subject area to be taught.
- DEW authorized to establish alternative pathway for individuals who hold bachelors degrees to obtain license to work as an administrator or superintendent
  - State board will issue a license for those who meet pathway reqs

# SB 168: Education Regulation Reform

- Background checks and Rapback
  - Recall HB 33's requirement that schools enroll nonteaching staff in Rapback . . .
  - SB 168 narrows the requirement to those individuals **whom the district determines** may involve routine interaction with a child or regular responsibility for care, custody and control of a child



# SB 168: Education Regulation Reform

- Transportation change for “out of compliance” designation
  - System previously adopted declares schools are out of compliance with requirements under certain conditions
  - Change declares that schools are not out of compliance if a condition occurs promptly after school and the school provides academic services supervised by school employees for not more than sixty minutes
- Bill made several changes to the teacher training program

## SB 168: Education Regulation Reform

- Bill clarifies that a board of education is not required to hold a separate public hearing on a proposed school calendar – the hearing may occur during a regularly scheduled meeting
- Requires record of proceedings of a board of education meeting to be read at the board's next "regular" meeting, instead of the next succeeding meeting
- DEW is required to establish a pilot program for the 2024-2025 school year to test feasibility of remotely administering and proctoring assessments

# SB 168: Education Regulation Reform

- BIG change for competitive bidding . . .
  - Increases threshold from \$50k to \$75k
  - The threshold will continue to increase by 3% each year thereafter
  - This changes matches other public entities in Ohio
- Temporarily increases the cap, to until December 31, 2027, on the amount of debt a school district may exceed for nonrequired locally funded initiatives from 50% of the local share of the basic project cost to 75% of that cost
- Requires DEW to calculate several cost components included in a school district's base cost calculation using the sum of the enrolled ADM of each school district that reported that data, rather than the enrolled ADM of every school district

## What does this mean for schools?





# “Fundamental” Ennis Britton’s Newest Podcast

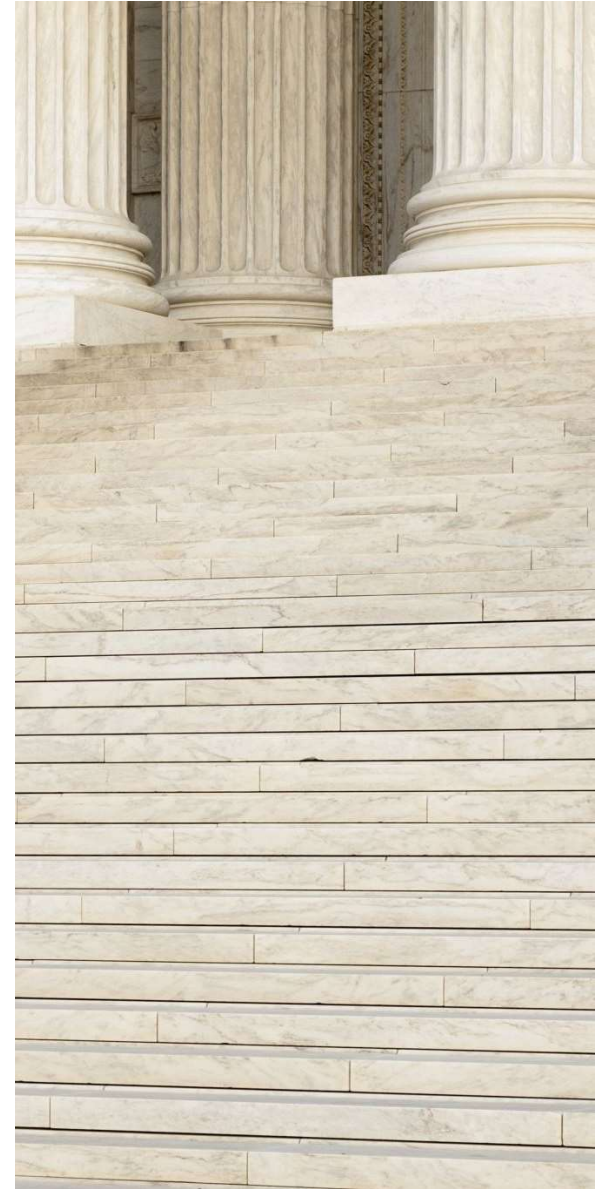
Short series podcast will tell the story of *DeRolph*, the coalition of schools that carried out the case, and ongoing efforts to defend public education through the voices of those involved

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Wait...you're still here?

# Changes to Governmental Deference

- Much-anticipated decision by Supreme Court of the United States
- Two cases – *Loper Bright Ent. V. Gina Raimondo, Secretary of Commerce* and *Relentless, Inc v Department of Commerce*
- Reviewed a long-held principle of administrative law that if Congress has not directly addressed a question at the center of a dispute, a court is required to uphold the federal agency’s interpretation of the applicable statute, so long as the interpretation is reasonable.
  - “Reasonable” = the agency’s interpretation must be based on a permissible interpretation of the statute.
- Known as the *Chevron* Doctrine, from the 1984 decision in *Chevron v. Natural Resources Defense Council*.



## *Loper Bright Enterprises, et al.*

- The backstory
  - The Magnuson-Stevens Fishery Conservation and Management Act (MSA) is administered by the National Marine Fisheries Service (NMFS).
  - Regulates everything fishy – fishing gear, fishing vessels, fishing equipment, catch size, etc.
  - Fishing management plans permitted observers on vessels for proscribed purposes
  - The owners of the vessels had to pay costs for the observers
  - Failure to pay cost resulted in sanctions from NMFS
- Several family owned and corporate businesses challenged the authority to levy sanctions.



## *Loper Bright Enterprises, et al.*

- Lower courts relied on the *Chevron* Doctrine to find in favor of the federal agency.
  - The agency's interpretation of its authority "did not exceed the bounds of the permissible."
- SCOTUS agreed to hear case for the sole purpose of deciding if *Chevron* was still good law.
- 6-3 decision, overruled *Chevron*.

## Court's Rationale

- The Administrative Procedure Act of 1946 (APA) requires courts to interpret constitutional and statutory provisions.
- APA also requires courts to hold unlawful and set aside agency action, findings, and conclusions found not to be in accordance with law.
- Congress did not carve out a deferential standard for agency actions in the statute.
- Therefore, it is the court's responsibility to decide whether the law means what the agency says.

# Court's Conclusion

- “The best reading of the statute [APA] is that it delegates discretionary authority to an agency, the role of the reviewing court under the APA is, as always, to independently interpret the statute and effectuate the will of Congress subject to constitutional limits \*\*\*The deference that *Chevron* requires of courts reviewing agency action cannot be squared with the APA.”
- *Chevron* is an impediment rather than an aid to accomplishing the basic judicial task of saying what the law is.
- The D.C. Circuit (*Loper*) and First Circuit (*Relentless*) cases were remanded to their respective circuit courts for further proceedings consistent with the ruling.



# What Does this Mean for Schools

Laws/areas where agency deference was previously applied may be impacted by *Loper Bright*:

- IDEA
- Student Discipline
- 504
- NLRB
- Affordable Care Act (ACA)
- Transportation
- Employee Benefits
- Tax matters
- FERPA

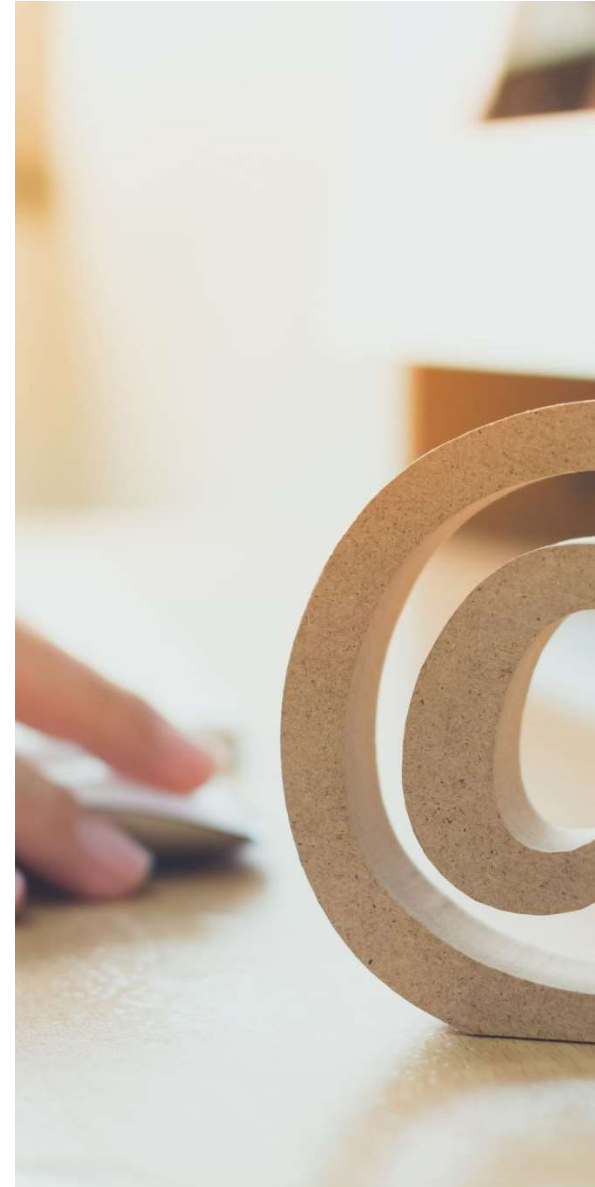


## What Might NOT be Affected

- *Loper Bright* is not a total rejection of agency expertise/authority.
- Agency findings of fact are still given deference.
- Additionally, agencies such as the EEOC may have explicit authority to exercise discretion on statutory interpretation.
  - ADA
  - ADEA
  - PUMP Act and Pregnant Workers Fairness Act

# Web Accessibility

- Federal government issued a final rule on website accessibility under the ADA in April
- Set the requirement for state and local governments to meet WCAG 2.1
- Full understanding of use needs to happen across the district
  - What is being posted by teachers must comply with web accessibility requirements
- Most education facilities will have two years to comply, small schools will have three



# Questions?



## Additional Resources

Be sure to check out our upcoming programs:

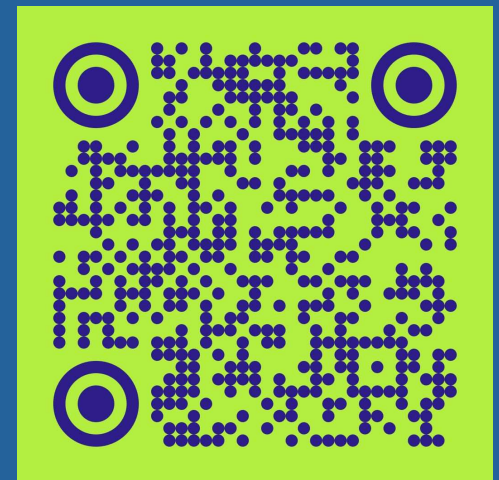
### Administrator's Academy- HR/Employee Terminations on September 19, 2024

The Administrator's Academy consists of a series of interactive, virtual presentations, each covering a specific topic or area of education law. Our experienced attorneys provide a legal overview as well as real-life examples to help administrators navigate and understand the complicated legal environment. Participants have the opportunity to ask questions and to hear different perspectives on topics pertinent to school management.

### 2024 Special Education Roadshow – October 2024

Exclusive one-day events in four locations throughout Ohio. The seminar day includes a full agenda of the latest special education law issues and opportunities. Review recent changes in the legal landscape, as well as trend forecasting and strategies for your special education administrative team.

Visit [ennisbritton.com](https://ennisbritton.com)  
or scan the QR Code







# ENNIS BRITTON'S ON THE CALL

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